

# UNLOCKING NEW HORIZONS

ANNUAL REPORT 2022-2023



**ANHF**

AUSTRALIAN NURSING HOME FOUNDATION

**澳華療養院基金**

Culturally Appropriate Aged Care Since 1980







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*‘No borders, just horizons –*  
– Amelia Earheart





*- only freedom.'*



# Chairman's message

A few years ago, I had the privilege to watch the sunrise over Uluru – which was breathtaking. As we looked towards the horizon, the incredible sandstone monolith at the heart of our continent transformed from the deep orange we'd seen the day before to a vibrant red and then almost purple.

Around it the desert awakened.

Before my trip to Uluru, the ANHF board and senior executive saw a vision on the horizon. It was hazy at first – but we knew it wasn't a mirage.

It felt exciting.

That vision was to build a residential aged care facility in northern Sydney. It arose

from our imaginations, morphed into paper scribbles then into formal plans, and finally into a suite of buildings that are beautiful and inviting.

It's the perfect place for our elders to call home.

We opened the Huang Ying Jung Nursing Home in Gordon in March this year – and the response has been incredible. Residents, families, staff, the board, volunteers and other visitors love it. Its interior design swiftly won a major award.

It took a lot of hard work and strategic decision making to unlock the vision we saw on the horizon all those years ago. But now, all we can see is the transformation. Our vision is alive!



## Our Chairman awarded OAM

ANHF Chairman, Ellen Louie, received a Medal of the Order of Australia (OAM) award on Australia Day 2023 from the Australian government in recognition of her achievements in aged care and community services.

Ellen dedicated her OAM to her late father, who helped to establish ANHF in 1980, but sadly passed away just a few months before she received it.

Ellen also said, 'We have a great team with incredible expertise – and it shows in the quality of care we provide. This award reinforces our belief that what we do is important and gives us confidence to continue our work.'





There are many people to thank for helping to make our dream a reality. They include our CEO, Ada Cheng and the ANHF team – particularly the Gordon commissioning team, who worked tirelessly to make sure everything was ready for our residents. Thanks to our architects, builders, designers and my fellow board members who have been prudent and perceptive throughout.

A wise CEO once said: 'If you only transform and not perform, you have no here or now. If you only perform and not transform, you have no future.'

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**Ellen Louie, Chairman**



# CEO's message

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This year has been one of the most exhilarating and challenging of my long and fulfilling career in aged care.

We opened our new residential aged care facility in Gordon, and rolled out all the changes required by the Australian Government's aged care reforms. We also began the hard work of readying our teams for more to come.

Our annual report celebrates a year of wonderful achievements, but it also points to the future. We've been asking: How do we ensure the urgency of the day-to-day does not strip valuable time away from building an exciting and sustainable future? How do we unlock the new horizons that will position ANHF for success?

Special thanks to Johnny Teong, CFO and Jenny Chua, GM, Care Services and

their teams for their dedication and diligent work.


Post-pandemic, we need to be moving forward and as CEO, I've spent long hours reimagining ANHF's place in the brave new world of aged care in Australia and how to mobilise the transformational change we need to get there.

One thing I know for certain is that opportunities abound for aged care providers that can adapt, innovate and evolve in this rapidly changing landscape – and we're positioning ourselves to be part of that.

Throughout the year, I was invited to speak at several state and international conferences, including the 14th Ageing Asia Innovation Forum in May in Singapore, where I presented a session on 'Operating Culturally Appropriate Residential and Community Aged Care'.





A woman with short dark hair, smiling, wearing a white blazer over a yellow top and a yellow skirt. She is standing in a modern interior with warm lighting and blurred background elements like shelves and red seating.

*'I see horizons expanding and opportunities multiplying as we enter the new era.'*





I spoke about ANHF's commitment to:

- Shaping an even better person-centred culture focused on quality and relationships.
- Understanding what 'good living' might look like for our customers.
- Knowing the strengths and attributes our customers bring to realising their potential and how we work with them to overcome any challenges they face in achieving their goals.

I told the forum that the heart of our customer service lies in listening to and co-designing our care and services with input from our residents and consumers. I said we also listen carefully to our staff, whom we value for their insight and

experience, and because we know they're a key part of the powerhouse of innovation that will help us shape a vital and visionary future.

We know the challenges ahead are immense, with critical workforce shortages across the sector and 67 per cent of residential aged care homes in 2021-2022 reported a loss.

But we also know ANHF is agile and strategic – open to developing flexible models. That we look after our residents and consumers like they are family. That we provide a supportive, satisfying and rewarding environment for all staff, where they can readily access learning and development opportunities and career pathways. That we're mentoring staff and





committed to succession planning. That we've already won some significant awards for our for the design of our new Gordon facility. That we're broadening our vision to ensure we're well-positioned to continue to deliver quality care within the reform environment and to ensure we provide the very best services enabled by cutting-edge technology.

I hope you connect with the hope-filled stories in this report and catch a glimpse of the passionate board members, staff, volunteers, congregations, donors and supporters who have made this amazing year of achievement possible and will sustain us as we head into the future. If you are part of any of these groups – thank you for your invaluable contribution.

In Melissa Levi's book, *We Need to Talk about Ageing*, she writes of her unwavering optimism about the future of aged care. 'I truly believe, in my bones, that we are on the brink of an ageing revolution,' she says. 'The opportunities and choices for ourselves and our ageing loved ones are expanding more rapidly than ever before. And this is only the very beginning.'

I'm optimistic too!

I see horizons expanding and opportunities multiplying as we enter the new era. I see a new landscape characterised by freedom – freedom to choose.

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**Ada Cheng, CEO**



# Our new nursing home in Gordon is up and running

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This year, ANHF commissioned its new 84-bed nursing home in Gordon – eagerly welcoming residents and families who expressed their delight in its beautiful features, tranquil setting and Chinese elements.

From March 28, 2023, five residents were admitted each week to the Huang Ying Jung Nursing Home to ensure the facility's new care team could offer optimal support to each newly admitted resident.

The new home has been officially named Huang Ying Jung Nursing Home thanks to a generous donation by Dr Chen-Ya Huang in memory of his late father, Professor Huang Ying Jung. Its elegant tea pavilion has been named Mrs HUANG TSAO YEOH Zu in memory of his late mother. Dr Huang says this was the perfect way for him and his family to commemorate their beloved parents.

The home also won the Ageing Asia Eldercare Innovation – Best Interior Design of the Year Award 2023 (see the story about this on page 14).

ANHF CEO Ada Cheng said, 'Adding this new residential aged care facility into our service network delivers our long-term-goal of expanding our services in Northern Sydney.

'It also raises the bar in the industry.' As Janet Anderson, the Aged Care Quality

and Safety Commissioner, recently told residential service providers, 'You are not only building homes, you need to be building facilities that people are looking forward to coming into.'

'With Gordon we've done that,' Ms Cheng said. 'And it's very special.'

'It's also why people took up our bed offers so quickly.'

Other reasons for the swift uptake include affordability and the face-to-face and also online information sessions ANHF offered for people interested in moving into residential care.

'We provided background information about the new home's design and facilities and explained residential fees and charges. It made people feel comfortable and ready to make a commitment,' Ms Cheng said.

Comfort and ambience are bywords in the new building and the design is both beautiful and user friendly. Each wing is colour-themed and tastefully adorned with Chinese artworks.

Private rooms are spacious and make the most of surrounding greenery and sunshine.

Throughout the home, lounges and special-purpose rooms ensure families and friends can visit and feel comfortable.





Dining areas offer delicious, culturally-specific meals for residents. Smart home technology means they can choose preferred meals; access information about daily activities and programs; and book medical appointments via their tablets.

‘This is people’s home,’ said Ms Cheng. ‘But it’s also a community where they can get their hair done, do their banking, borrow from the library and get medical treatment by local professionals.’

‘The gym is equipped with a ceiling-mounted track and harness system used to prevent falls during physical therapy. And, for our fitter residents, boxing is proving pretty popular!’

Ms Cheng said she loves seeing the Chinese and culturally relevant decorative items on display in sitting rooms, dining halls and lounges.

‘Our community donated figurines, vases, antique plates, woodcraft and artworks, which add both warmth and distinction to the home. There’s history and love in each piece.’

Stuart Leung, a famous Chinese artist and calligrapher, also kindly donated paintings and calligraphies to decorate the new facility.

Ms Cheng said the long road to completing the home was not without its challenges.

‘However, now we’re up and running those challenges have faded into the distance,’ Ms Cheng said.

‘We’ve recently passed a number of government audits relating to care provision and food safety, which is an affirmation of our capabilities.

‘But, you know, our real sense of achievement comes from seeing the happy satisfaction on the faces of our residents.’

Watch a video tour of our new state-of-the-art facility in Gordon here:  
<https://www.youtube.com/watch?v=j-BXRBAIVBk>



# Gordon home interior awarded as Asia’s best!

We’re so proud that our new Huang Ying Jung Nursing Home (HYJNH) in Gordon received the Best Interior Design Award 2023 at the 11th Eldercare Innovations Awards (held in conjunction with the Ageing Asia Innovation Forum) on May 23rd in Singapore.

Julie Ockerby, Principal Creative Director of Meli Studio Australia, was thrilled to be in Singapore with our CEO Ada Cheng to receive the award, which she said paid tribute to the six-year collaboration between Meli Studio and ANHF to design the interior of the home.

‘We are so proud of this project physically,’ she said. ‘It is without a doubt a masterpiece achieved by many design hours and attention to detail. But the most satisfying is the human element. Seeing the many happy faces, the looks of “Wow”, the contentment of residents and carers. That is when you know how impactful our design is.’

Ms Ockerby said her team and ANHF were also honoured to be a Finalist in the Best Care Suite and the Best Dining Space categories – further testament to the synergy between ANHF and Meli Studio and their common belief in great design and taking a human-centric approach.

‘Collaborating with Ada Cheng, the stakeholders of ANHF and the community, had been the greatest journey’, she said, ‘a truly collaborative experience.

‘Ada and the ANHF Board trusted in our talents and believed that what we designed was for not one singular entity but for the community, residents, families and carers, equally.

‘Our biggest achievement was being able to encapsulate the principles of aged care design with an emphasis on functionality, accessibility and sustainability, together with cultural and social factors that influence the needs and wants of residents and staff.

‘Reaching excellence is not simply ticking boxes,’ Ms Ockerby said. ‘Each project carries its own personality. Hence, each design needs to develop its own edge.

‘With this project, the biggest common denominator was meeting people’s needs and wants culturally and socially. From there, everything flowed.’

The Asia Pacific Eldercare Innovation Awards recognise organisations and teams in the Asia region for their innovative and quality approaches to changing the way older adults age, and also applaud their contribution in shaping the future of the ageing landscape.

Another bit of great news is that our Builder-Grindley Construction won the Master Builders Association of NSW – Excellence in Construction Awards 2023 (Aged Care Buildings \$30m - \$35m).









## New committees to ensure consumer voices are central

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ANHF is establishing two new committees to ensure consumer voices are at the heart of its decision-making processes and which add to its existing feedback mechanisms. The Consumer Advisory Committee and the Quality Care Advisory Committee will also meet new legislative requirements to give residents, consumers and their representatives a central role in shaping the care and services they receive.

CEO Ada Cheng said, 'We are establishing these committees to promote person-

centred care and to meet the diverse needs of our consumers. The committees will also: support education and awareness initiatives that empower consumers and their families to make informed decisions about their care and services; and help us to assess clinical care delivery and target continuous improvement.'

Both committees communicate with and report to the ANHF Board and share relevant information and action through the ANHF newsletter and other channels.



# Research targets education and support for dementia carers

ANHF has been involved in a successful collaboration with Flinders University to implement effective dementia care training for family and informal carers and address the lack of tailored support for Chinese carers of people living with dementia.

ANHF signed the agreement to join the Chinese iSupport for Dementia Program research project in November 2021.

In the first phase of the research, ANHF and two other Chinese-specific aged care providers worked with the university to: adapt and refine a Chinese-specific iSupport model, measure the impact of the iSupport online learning program and support for informal carers, and test the program's effectiveness in the Chinese-Australian community.

Involvement in the second phase of the research will help determine how best to embed the training in Chinese-specific community aged care settings.

'In early 2022, we took part in the first phase of the research with family carers and validated iSupport as an evidence-based skill training program for informal carers of people with dementia,' said ANHF CEO Ada Cheng.

'Now we're working with stakeholders to co-design and embed two implementation strategies – the "Usual iSupport" and the "Tailored iSupport" – in our organisation's routine care services and also test the effectiveness of these strategies.'

The iSupport program was developed by the World Health Organisation and includes five online learning modules. The program also offers a monthly virtual Peer Support Group and a discussion forum for caregivers to share experiences in dementia care and interact with other caregivers.

ANHF has introduced a train-the-trainer program for iSupport facilitators to assist them in training frontline staff to deliver iSupport to their clients. In addition to the existing web-based iSupport and e-Book, ANHF is also co-producing an iSupport audiobook for carers to freely download to improve the reach and representativeness of carers in iSupport.

Ms Cheng said: 'The number of people living with dementia is growing, and informal carers, such as family members, provide significant support, often without critical support mechanisms to assist them.'

'CALD carers of people living with dementia also experience higher stress and unmet need than the general Australian population.'

'Our involvement in this research project is helping to dismantle language barriers and cultural differences, which are significant factors contributing to the disparities in dementia care.'

'Our aim is to help enhance the quality of life and support for informal carers to people living with dementia in Australia and improve their access to the Australian health system.'



# New course offers older people digital confidence

There's a stigma that older people struggle to learn how to use digital technology, but in July 2022 ANHF's Communications and Marketing Unit established an online course for older people that has been bridging the fear factor and boosting digital literacy.

'We began "Turn a New Page in Your Golden Years" because we knew older generations in Australia have had lower levels of digital engagement, and we wanted our elderly consumers to enjoy the benefits of instant information, easy access to services and effortless connection with family and friends,' said ANHF Communications and Marketing Officer Rebekah Kwan.

'We tailored the course for people aged 65 and above and focused its content around maintaining physical well-being, teaching people mobile phone and computer technology, and introducing people to Australian government welfare and services for older people and how to access them online.

'Our aim is to empower participants and boost their confidence. We've made topic adjustments to meet people's needs and it's been heartening to witness the strong interest many seniors have in learning new technology.

'Sometimes we've had as many as 80 participants – and people's dedicated learning attitude has also surpassed our expectations.'

Communications and Marketing Officer Carmen Li enjoyed participating in the design of the course, and is also one of its instructors.

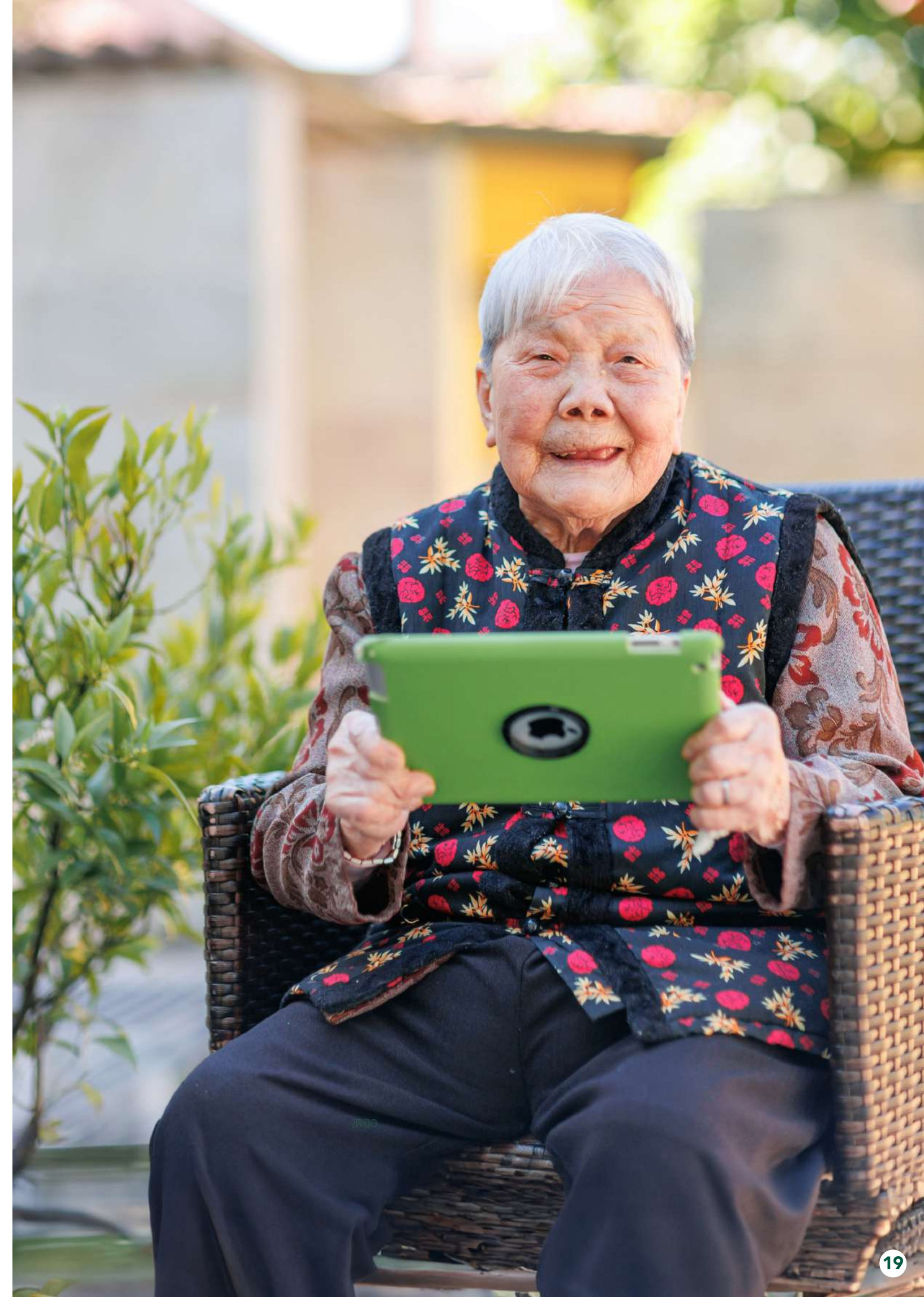
Initially, she said, the students were unsure about attending classes online and felt fearful about it.

'They didn't even know how to install Zoom or how to raise their hand with the yellow hand icon to ask questions – but they quickly became proficient.'

Ms. Li has taught students basic mobile phone applications, scanning QR codes, accessing mobile phone translation, backing up phone data, and using ChatGPT – and she's discovered older people's desire for new knowledge and their learning abilities are equal to that of younger generations.

'Students proudly tell me that they now know how to use QR codes to order food when dining out, without relying on their children. I take pride in assisting seniors through this course to face life positively and embark on a new chapter in their lives.'







## **‘Boxing is my baby!’**

We opened the gym and introduced boxing to the residents of Huang Ying Jung Nursing Home (HYJNH) and they loved it. It's a great program because it encourages residents to walk more, increasing their exercise tolerance, strengthening their lower limbs, improving balance and reducing falls, while reminiscing. Most importantly though, it's fun. Our elderly residents also know it is safe for them to box with the safety harness on, so they can participate confidently. We're 'unlocking new horizons' so to speak.

We've also implemented 'A walk on Memory Lane' program where residents walk to landmark stations around the facility with names from landmarks in Hong Kong or China, so they can reminisce. They collect stamps on their

passports and receive prizes when they complete the walk. It's a great program because it encourages residents to walk more which increases their exercise tolerance, strengthens their lower limbs, improves balance and reduces falls ... all while reminiscing.

We live in a fast-moving, virtual technological world, and by judiciously applying tech tools to aged care, we'll reap the benefits. ANHF's investment in new gerontechnology tools (for example, robots that can talk and sing to residents) will provide visual and physical stimulation and improve the emotional well-being of our residents.

**Fifi Lai** is Physiotherapist and Lifestyle Coordinator for ANHF



***Residents at HYJNH love the new boxing program.***





## ‘I aim to please with healthy meals’

As Head Chef of the Lucy Chieng Aged Care Centre (LCACC) catering team, I’m responsible for preparing lunch and dinner for the residents – and I design menus by understanding the regional diets, culinary practices and customs of Chinese culture.

I research traditional dishes and unique ingredients, as well as the individual preferences and dietary restrictions of our residents. This allows me to prepare a diverse array of delicious meals, including special dishes for festive occasions.

Previously, I worked as a chef in restaurants and hotels, including the Marriott Hotel. I also received culinary awards from Gault & Millau Australia and guided new chefs at other branches when needed.

Being a chef at LCACC is different to working in a commercial establishment because it requires me to focus more on the dietary needs and health conditions of the residents.

When designing dishes, the most important factors are ensuring nutritional balance and catering to the residents’ taste preferences, to ensure residents are satisfied and enjoy their meals. Working in an aged care facility also demands heightened attention to food safety and hygiene, and strict adherence to infection prevention and control measures, to guarantee the health and safety of the residents.

With the growing awareness of health, the significance of diet for well-being is increasingly emphasised and I’m helping expand our range of healthy meal choices. I also hope to develop more dishes tailored to specific dietary requirements (such as diabetes and hypertension). By offering healthy and delicious dining choices, I’m enabling older people to eat well, live comfortably and enjoy their time at LCACC to the fullest.

**Ken Chong** is Head Chef of the LCACC Catering Team

# 'I improved people's access to aged care'

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ANHF received funding from Commonwealth Department of Health – led by Federation of Ethnic Communities' Councils of Australia (FECCA) – to run the EnCOMPASS program in the Northern Sydney Region to support older Chinese people who speak Cantonese or Mandarin to access aged care information and services.

A year has passed in the blink of an eye – and I've successfully made 160 referrals to My Aged Care to request an assessment for eligible individuals. I've also assisted 80 people in sourcing service providers after their approval to receive aged care services and conducted information sessions and workshops to increase awareness of aged care services in the Chinese community.

Of the many older, Chinese people I've encountered through information sessions and personal visits, some have been vulnerable and in desperate need of help. I hope that by reaching out to support them, my role has allowed me to make a difference in their lives.

I even helped an older couple in my church who were worried they could no longer attend church services because a diagnosis of Parkinson's disease made it unsafe for

the husband to drive. They knew nothing about My Aged Care but I managed to get them an assessment, which meant they were granted a home care package to assist with daily living.

One significant thing I've found from all my encounters is that people are keen to maintain their independence and autonomy and don't necessarily wish to seek help from their carers or adult children.

I've also come to realise the importance of enhancing public awareness of government-subsidised aged care services. It is evident that assisting elderly people, particularly those facing language barriers, to access aged care support is crucial.

ANHF is a well-established organisation renowned for its comprehensive range of aged care services. To amplify its service footprint, a role akin to the EnCOMPASS Connector could be introduced, which could enhance ANHF's ability to unify various aspects of aged care support and ultimately make essential aged care services more accessible.

**Jane Wong** worked in the CHSP team and was EnCOMPASS Multicultural Aged Care Connector from Oct 2021 to Jun 2023.





*Jane Wong is passionate about making aged care services more accessible.*

# Preparing for the reforms

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Since the Aged Care Royal Commission published its findings, the Australian Government has been working with providers to improve the quality of care for older people and to make aged care equitable, sustainable and trusted.

The government's extensive array of reforms will offer:

- Easier access to quality care with minimal wait times and transparent payment.
- Better funding levels through an independent and easier process for aged care staff.
- Increased staffing levels with higher wages.
- Better transparency for public confidence through star ratings and other measures.

ANHF welcomes these changes and is embracing the fresh opportunities that arise from them.

The new Support at Home Program will start from July 1, 2025. It will combine and replace Home Care Packages (HCPs) and the block-funded Commonwealth Home Support Programme (CHSP).

The key aspects of in-home aged care set to change include assessment, individualised support plans, clarity on service inclusions with a service list, consistent funding models and market regulation.

We are relieved that the government decided to again delay the start of the new Support at Home program by another 12 months. This gives the sector more time to ensure existing consumers have been offered enough information to understand their rights in transition. Providers also need to have a better understanding of information behind the system-related challenges in the new Support at Home Program before we can transition our home care and CHSP services (i.e. our Seniors Wellness Centres) with ease.

ANHF senior executives have been working closely with our HCP and CHSP Teams to review our operational structure, conduct financial modelling and examine workforce issues to ensure both teams are prepared to transition to a new cost-effective and competitive service delivery model. By mid-2025, our Seniors Wellness Centres will be funded by people's in-home packages, and therefore consumer-driven; the home care market is also expanding rapidly, which makes such strategic planning imperative.

## New Aged Care Regulatory Model

The Department of Health and Aged Care is taking a staged approach to the design and consultation of the new Aged Care Regulatory Model targeted to support the new Act, which is also still being developed.

The new model has four foundations – rights based, person-centred, risk-proportionate, and focused on continuous improvement. The new Act will contain the statement of rights and the new regulatory model. It will also establish common eligibility requirements and a single entry point to the aged care system.





The changes to the way aged care is currently regulated seek to:

- Increase protections for older people and empower them to exercise their rights.
- Drive cultural change in the sector that promotes a new set of values and behaviours across the sector.
- Improve provider capability, sector sustainability, and public confidence in the system and providers.
- Support continuous improvement.

### **Transition to new Aged Care Quality Standards**

The strengthened Aged Care Quality Standards will commence in July 2024, to ensure older people are treated with respect, care and dignity.

Our Quality Risk and Compliance Team has started to track changes as well as to prepare and support our residential and community care teams to manage compliance.

The Aged Care Quality and Safety Commission (ACQSC) will also be providing education and guidance resources to prepare providers for their transition to the revised standards.

Other aged care reforms that have or will come into effect include:

- A requirement for aged care facilities to have a registered nurse onsite providing around-the-clock care.
- A requirement of 200 care minutes per resident per day in late 2023 (less in smaller homes).
- The establishment of the Aged Care Volunteers Scheme, the Food and Nutrition Advisory Support Unit and the Office of Inspector General of Aged Care.

We look forward to working with our residents, consumers and families to ensure we use the reforms to refine our service offerings, and create a superlative system of care and choice for older people.

# Seniors Centres without Walls to break down barriers

At ANHF, we love breaking down barriers and that's why we've been considering introducing Seniors Centres without Walls.

Imagine a virtual interactive support group and learning centre for seniors. Senior activities and classes are accessible by phone or online, providing education, friendly conversation, support groups, and presentations. Connections to education, health and wellness, travel, history, game sessions and festive activities.

Our Seniors Wellness Centres, including our mobile wellness hubs, currently do amazing work. We know many of our consumers depend on them to maintain their social contacts and sense of well-being.

Seniors Centres without Walls would be a natural extension of this.

They would offer people who can't travel out of their environment, live in a remote area or find it hard to arrange transport, the chance

to socialise and enjoy the company of like-minded people. Enjoy talking and learning about gardening, travel or poetry? Would like to do Zumba, chair yoga or play Mahjong or Scrabble? – The possibilities are endless!

To adopt Seniors Centres without Walls would require the help of volunteers to provide seniors with activities on a flexible schedule. It also requires ANHF to think outside the box.

'A Japanese centre we heard about goes beyond the virtual,' said CEO Ada Cheng. 'They pick up seniors living with dementia at 7 a.m. and Honda pays them to wash cars, and they love it because they're together and find friendship.'

'In the new era, where funding depends on consumer choice, we have to be adaptable and think of ways we can break down the barriers which inhibit people from using our services. We're excited to be considering these developments.'







## eNRMC has transformed medication management

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ANHF has implemented Electronic National Residential Medication Chart (eNRMC) systems in all its nursing homes which has transformed medication management.

An eNRMC Adoption Grant from the Australian Government gave each home \$18,000 to support the cost of software, hardware, change management processes and staff training to establish the system.

An eNRMC platform is a digital system used to prescribe medicines, and manage and document medication administration in residential aged care settings. It removes the need for paper prescriptions and manual documentation. It also allows healthcare

professionals, nurses and staff to record and track each resident's medication orders, doses and administration times to improve care and workplace efficiencies.

CEO Ada Cheng said that the eNRMC system streamlines medication management, residents' records and care planning. It also enhances communication among caregivers and healthcare professionals.

'Instant access to information and updates means quicker and more coordinated responses to changes in a resident's condition,' she added. 'The eNRMC also enhances medication safety practices – improving health outcomes for our residents.'

# Residential Aged Care Facilities’ virtual care grants

ANHF has received Residential Aged Care Facilities’ (RACFs) virtual care grants for all its nursing homes giving each facility \$10,000 to increase the availability and use of telehealth care for their residents.

The funding aims to support RACFs to better integrate with the rest of the health system and to develop a highly-skilled, digitally enabled, and connected workforce, so residents receive the best care possible.

CEO Ada Cheng said increasing the

availability and use of telehealth care for aged care residents is critical to developing integrated models of care and improving health and well-being outcomes.

‘The grants helped us get telehealth equipment, increase our capacity to assist residents in accessing virtual consultation services and promote the use of digital health enablers like My Health Record, National Residential Medication Charts, Shared Care Planning Tools and Secure Messaging.’







*‘When our inner vision opens,  
our horizons expand.’*

– Louise Hay

# 'Resilience and adaptability steered me through the challenges'

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My top achievement over the past year has been my ability to build resilience and confidence. Despite these hurdles, our team performed exceptionally well, successfully passing all quality standards during our September 2022 re-accreditation, attaining grade A results in the NSW Food Safety audit, and effectively managing COVID-19 exposures and outbreaks.

These experiences have not only strengthened our team's faith in providing quality care to our residents but also taught us to approach the COVID-19 pandemic with a positive and open mindset, adapt to staff shortages, stay compliant with evolving Aged Care Quality Standards, and meticulously prepare for NSW Food Safety audits.

I am grateful for the unwavering support I received from my dedicated teams, with special recognition to the GM Care Services and the Corporate Services team, whose support served as the cornerstone of our achievements.

During the past year, when the Bernard Chan Nursing Home (BCNH) Facility Manager took on the responsibilities of the new Huang Ying Jung Nursing Home, I stepped into the role of BCNH Facility Manager for an extended period of nearly eight months.

Additionally, I took on the role of mentoring two newly registered nurses, assisting them to transition into the positions of Acting Care Managers, with valuable support

from the GM Care Services. I take pride in witnessing their substantial growth in clinical skills and competence while serving as Acting Care Managers. Furthermore, I actively guided and supported them in preparing for the BCNH Food Safety Audit. I was delighted our efforts resulted in achieving grade A results in the May 2023 audit.

While continuing to oversee Chow Cho Poon Nursing Home, I also dedicated two days a week to BCNH, where I focused on several key responsibilities. These included ensuring the delivery of high-quality care to residents, actively engaging in staff recruitment efforts to address shortages, diligently preparing for the BCNH Food Safety Audit scheduled for May 2022, and effectively managing staff performance matters.

I extend my sincere appreciation to the roster coordinator and every member of the BCNH team who went above and beyond by taking on extra shifts to ensure adequate staffing levels for the smooth operation of the facility.

This period marked a significant opportunity for my career growth, and I attribute my success in navigating the challenges I encountered to maintaining a positive mindset, fostering creativity, and embracing adaptability as core attributes.

Since joining the Australian Nursing Home Foundation (ANHF) in March 2015, I have witnessed and actively participated in its remarkable transformation. Under the





***Patrick Chan is confident  
ANHf will continue to thrive.***

guidance of our CEO, ANHF has made significant strides in becoming a leader in Culturally and Linguistically Diverse (CALD) aged care.

Our evolution has been substantial, transitioning from traditional paper-based clinical care and management to embracing digitalisation through tools such as the Person Centred Software,

Folio Risk Management System, MOA Benchmarking, and various communication and administrative platforms like ZOOM, Microsoft Teams, EnableHR, Care System, Loop Learn, PRODA, My Aged Care Provider Portal, and GPMS, among others.

**Patrick Chan** is Facility Manager of Chow Cho Poon Nursing Home in Earlwood

# Transforming ANHF's recruitment processes

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In his first year as Human Resources Manager at ANHF, Leonard Liu had to recruit nearly 200 aged care staff in a highly competitive market. But he rose to the challenge and has transformed ANHF's recruitment processes. He's also keeping his eye on the horizon, embracing opportunities and thinking ahead.

From the beginning of June 2022 to the end of July 2023, we recruited 193 new employees, which is equivalent to one-third of our current workforce. I genuinely appreciate the teamwork from my colleagues as we could not have achieved this without their support.

Some challenges we face in staff recruitment include:

- Staff shortages across the industry, and competing nationally and internationally with other providers who may pay higher wages.
- Lack of experienced candidates.
- As we are a CALD provider, we need candidates to be able to communicate in the languages our consumers request, such as Cantonese, Mandarin, and Vietnamese.

Opportunities we can leverage include:

- Access to the Chinese speaking communities and personal care staff who are willing to work and contribute to their own community but whose English skills are rudimentary. These workers may not find sustainable jobs with mainstream providers, but they are a great fit for our organisation.

- Considering employing overseas-qualified workers to work for us.
- Tapping into Chinese communities through social media platforms such as WeChat groups, 'Xiaohongshu' (Redbook), and displaying local posters to prepare recruitment drives for targeted groups, including Registered Training Organisations (RTOs) with Chinese-speaking students.

The biggest challenge was to get at least 100 new employees to work in our new residential aged care facility in Gordon, but before I started in my role, I'd already used my network and connections to prepare some options I could use to help source these new employees, such as contacting RTOs and linking to community groups to seek expressions of interest. This made it a lot easier once our massive recruitment drive hit the ground running in November 2022.

ANHF always highlights its culture, values, commitment, and benefits to attract staff. As we're competing with the entire industry, it is crucial to have a good and stable relationship with RTOs to ensure we can always have new staff join us.

We encourage student work placements, and this gives us a good opportunity to assess the students and take them on when we think they're a good fit. I have also been creating and posting job ads and information about ANHF on Chinese community media platforms such as Sydney Today and YeeYi, which (combined) have over 1 million views from Australia's





## ***ANHF attracted 100 new employees to work in our new facility in Gordon.***

Chinese communities each week. This proved very effective when we first started the Gordon recruitment campaign with 90 per cent of the candidates finding our opportunities through these websites.

To bridge staffing gaps, we are also using agencies and considering overseas qualified nurses from China, Hong Kong SAR, and other Asian countries who may have suitable candidates. We can support their training and may consider employer sponsorship for the right candidates.

A significant issue for ANHF is the mismatch in workforce supply and demand. At one point, we needed a lot of Cantonese speakers to join our home care team, but most applicants were Mandarin speakers. While they could still get the job done without difficulty, we have to respect our consumer's preferences regarding language. Discussing this with the hiring managers, we identified that, with the supply of a Mandarin-speaking workforce, we could actually reach more Mandarin-speaking clients, expanding our business and market share.

In home care, as most of our workforce lives in the Inner West and South West it has been hard to secure enough staff to work in the Northern Sydney region, but we are now connecting with brokers and utilising other platforms to boost our local workforce to meet the demand.

In the next few years, quite a lot of our experienced frontline employees will reach retirement age, which means we really need new blood to join us. I have been actively connecting to RTOs with Chinese-speaking students to nurture a sustainable channel to ensure all new graduates know that ANHF is looking for staff and we work with Chinese and Southeast Asian communities. We also promote ANHF's value to younger generations.

I will soon shift my focus to projects that will improve HR process efficiency, enhance employee engagement and motivation, and finesse employee reward and well-being programs. I will also take action on workforce planning for the next five years, to tackle our next big challenge head on.



*ANHF's home care workers assist older people to live as they choose.*



# 'We can build a partnership with our consumers'

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It's been a big year and I'm proud of my achievements which include completing a mental health first aid course, interviewing 80+ candidates, participating in the implementation of Care Systems, achieving a 98.3 per cent third dose COVID vaccination rate by home care workers and motivating staff to achieve a 95 per cent completion rate for online training courses.

Throughout the COVID period, I've also worked hard to maintain the supply of Personal Protective Equipment (PPE) and defensive gear for frontline home care workers, enabling them to serve with peace of mind and safety.

One difficulty is allocating workers to consumers. If our consumers are satisfied with a worker, they want that worker to provide the service every time and they are reluctant to change. This makes it difficult for the rostering team to find replacements when required.

Just as consumers may prefer certain workers, workers may prefer particular consumers, for example, some workers don't want to travel long distances.

Our biggest challenge is the shortage of staff in the aged care industry in Australia within a very competitive market. To overcome the shortages, I need to hire more staff, which means I sometimes need to approach an agency to find workers. The rostering team also needs to work closely with the advisor, who needs to convince our consumers to welcome other workers.

In terms of new horizons, I think that, along with being a service provider, ANHF could act as a broker to find providers who will offer consumers the types of service that ANHF doesn't yet provide. In 2023, our services cover the essential needs of consumers, but the future of aged care is more consumer-focused. Our vision should be to help consumers improve their quality of life and provide more personalised services to satisfy their specific needs. By providing a wider variety of services we can build a partnership with our consumers.

**Andie Lo** is Home Care Team Leader (Workforce) based at Lucy Chieng Gardens, Campsie



*Residents at the new gym in our Gordon facility build resilience through strength training.*



# 'I help to simplify the communication process'

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The Australian Government has introduced the Improved Payment Arrangement (IPA) that changed the way the Government subsidy works and the use of package funds. We helped the home care team to process the purchase orders in Care Systems (our integrated aged care management information platform) and we successfully worked with Care Systems to implement the IPA smoothly and efficiently.

As an assistant accountant with ANHF, my primary responsibilities include general accounting duties; preparing home care CDC Statements, IPA claims and reporting. I assist the finance team in implementing and maintaining the Enterprise Resources Planning (ERP) Systems to streamline processes and improve efficiency. In addition, I also assist the finance Team to prepare for the new Home Care Reform of the Support at Home Program.

As I'm responsible for different monthly tasks, I've prepared a schedule that outlines the priority and order of tasks to be completed. Although my heavy workload is the greatest challenge for me, it is still manageable with the use of Care Systems. Most importantly, our team members are readily available to cover the tasks of others when necessary.

I'm an active member of the Care Systems Working Committee, and as an end-user of the Care Systems, I typically act as a source of information for the development team. I can provide feedback on the current system and contribute new ideas or features for enhancements. My participation can facilitate and simplify the communication process between the users and the development team.

Due to the new aged care reform of the Support at Home Program, we need a more sophisticated ERP system to allow smooth and efficient services to be provided to our customers.

We are working with the Care Systems to integrate our rostering, invoicing, and reporting system to increase our workflow efficiency.

In terms of new horizons, Artificial Intelligence (AI) is the trend in future. I'm keen to see how we might use AI in our point of care work to stimulate learning or communication with our customers.

**Candy Lai** is Assistant Accountant with the ANHF Corporate Services Team





# Mentoring and succession planning to future-proof ANHF

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Aged care management skills are in high demand across all facets of aged care, and 'attracting leadership talent' is widely acknowledged to be senior executives' most significant challenge.

Intense international competition for a skilled aged care workforce and the shifting age profile of ANHF staff in the last year – with 87 per cent of ANHF's workforce now aged above 40 years and 69 per cent aged from 50 to 60+ years – adds to the challenge.

Mentoring and capacity building are two measures ANHF is taking to encourage the next generation to step towards the leadership baton and carry it confidently into the future.

CEO Ada Cheng says while succession planning is about ensuring the organisation's long-term sustainability and performance it is also about rewarding and recognising people's talents, allowing staff to take on new ventures, and encouraging them to innovate.

Mentoring, she adds, is also important.

'It's about coaching. Embracing each other and bringing back the family culture and how we link together. It's enabling our more mature staff to share their experience and build their legacy, to cultivate younger staff members so they can pick up the baton and continue to do something good.'

Ms Cheng says effective succession planning is not just identifying a list of possible successors to fill positions and retain skills and knowledge when senior leaders leave.

It's also about investing in people in ways that fully acknowledge and appreciate their individuality, engaging them during all phases of their employment, providing on-the-job training, and offering career progression and pathways.

Enjoyment is also important, she says, because when people enjoy their work, they contribute more effectively and think innovatively.

ANHF sponsors selected staff to take part in a five-month mentoring partnership and online coaching program that builds their capacity as leaders, helps them reach their career goals and increases their knowledge, self-awareness, and participation in reflective practice.

'Mentoring is an invaluable way to support current and emerging leaders in their career development – helping to grow their confidence and navigate a pathway to success,' Ms Cheng says.

'We know ANHF faces big challenges in recruiting new leaders, but we are forward-looking and well-prepared.

'Leaving a leadership legacy matters to me and to my peers and we're working hard to foster the next-generation of leaders that will shape, innovate and lead our organisation and our sector into the future.

'How hard they work, how much they collaborate, and how invested they are in sustaining service quality and improving operational performance, depends on our leaders showing them that a career in aged care can be fulfilling and dynamic.'



*Amy Xia (centre) says, 'As quality champion I plan and coordinate the quality assurance program.'*



## 'I continue to drive improvement'

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I work in various roles at Lucy Chieng Aged Care Centre (LCACC) including Learning & Development Officer, Quality Officer, and Acting Care Manager.

As a local trainer, I ensure the implementation of learning and training objectives, manage compliance, and meet local training needs.

As a quality champion, I plan and coordinate the quality assurance program, including audits, analysis of clinical indicators and identification of actions on the Plan for Continuous Improvement to improve the care and services provided by LCACC.

Working in a variety of roles simultaneously has its challenges. However, my top achievement of the last year was helping our facility manager to look after the LCACC roster when she was on holiday.

People's care needs have increased, and with the introduction of the new Aged Care Quality Standards, we've needed to finesse our service and care in order to meet the standards.

To help achieve this, I continue to learn new knowledge and skills – using them in the workplace and passing them on when I train our staff.

As ANHF moves into the future, I think staff shortages in aged care across the nation could bring even larger staffing problems than we encounter now. In order to provide excellent care to our residents, we need to ensure we can provide enough well-qualified staff to continue to improve our care and service.

**Amy Xia** is RN, Local Trainer and Quality Champion at Lucy Chieng Aged Care Centre



*Elaine Yuan accompanies a home care client on an outing.*



## ‘My new role marked a profound evolution for me’

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I took on the role of home care advisor last year – a journey which marked a profound evolution for me. I started as a home care worker, then became an trainee home care advisor and eventually advanced to being a home care advisor responsible for the health and well-being of over 50 clients.

My responsibilities include devising appropriate care plans for the elderly, managing budgets, coordinating services based on client needs, purchasing essentials, managing unexpected emergencies, and more. Embracing this role was a formidable challenge, but I wholeheartedly accepted it and have really matured in the position thanks to the Home Care team’s encouragement and support.

Over the past year, I’m most proud of the acknowledgment I’ve received from the seniors I’ve served. One couple I looked after, whose health was declining and were finding managing daily life at home difficult, had been contemplating moving into an aged care facility but were conflicted as they saw it as a final step in their lives.

With urgent repairs needed on their home they had to move out for a week and were

considering temporary residency in an aged care facility.

Despite the short notice, I immediately contacted different facilities and organised a room with a double bed that coincided perfectly with their requirements. I also arranged transportation services for them, to ensure they could move in comfortably. Two weeks later, the wife told me they were quite content with their stay and had put aside their reservations about aged care facilities. They were grateful for my assistance, and being able to alleviate their concerns about aged care was very meaningful to me.

ANHF is a large family, and although home care services are just a part of it, with Australia’s ageing population, home care will become an increasingly important choice for more seniors. I hope our home care services can integrate existing resources to form an effective system that continues to expand and benefit more seniors, making home care a larger and more significant aspect of our services.

**Elaine Yuan** is Home Care Advisor based at ANHF’s Campsie office





## 'I found solutions under pressure'

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Over the last year, my biggest achievement was stepping into the role of Acting Facility Manager at Lucy Chieng Aged Care (LCACC) when our Facility Manager (FM) Emily Chong was on leave. In these two months, we faced the challenge of Covid-19 outbreaks, which required us to implement strict infection control measures to ensure the well-being of residents and staff. Despite the difficulties, I successfully managed to reorganise and adapt the staff roster – ensuring proper staffing coverage and separation between infection and clean areas. This allowed us to continue providing quality care despite the adversities.

It was quite a rollercoaster! My beloved colleagues, my fellow RNs, started falling ill one by one and had to take sick leave. It was a far cry from my regular care management role, where I could easily seek the FM's advice.

Acting as FM gave me a unique opportunity and positive experience for growth and development. Taking on the role, especially

during a crisis, allowed me to showcase my leadership skills and problem-solving abilities. It is certainly an accomplishment worth celebrating, considering the circumstances.

Through the experience, I've learned effective crisis management, adaptability in resource allocation, the importance of clear communication channels, and finding solutions under pressure.

As ANHF moves into the future, we could focus on the integration of technology and innovation in aged care sector. With the rapid advancement of technology, incorporating its benefits into aged care can greatly enhance a resident's quality of life and improve staff efficiency. This could include implementing digital health platforms to streamline communication and information sharing among care teams, residents and their families.

**Ruby Li** is the Care Manager at Lucy Chieng Aged Care Centre





## 'Clear goals kept me on track'

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Over the past few years, my life has involved working as a frontline staff member while simultaneously studying to be a registered nurse. I set a target for completing the course, and that clear goal kept me on track.

When I was appointed Acting Care Manager of Bernard Chan Nursing Home (BCNH) and shouldered my new workload, I realised my main task was to run the nursing home safely and ensure all departments cooperated smoothly. I also had to maintain clinical care consistency, supervise care-related departments and follow the Residential Aged Care standards. Another focus was building a good way to communicate with and direct the team for care.

As communication is a big challenge for shift workers, I invested a lot of effort in trying to communicate well, to reduce the gap. I also worked at training the staff to reach the standards in terms of staff flow and service quality.

The main lesson I learnt is to ask for help from my supervisor as I'd had limited experience of management. To continue in management, I'd really need to take a course in management and human resources.

As ANHF looks to unlock new horizons, we should continue building trust with families and residents, as this is crucial for our success as an aged care service.

I also think all our staff need to have their registration for working in an aged care service, as it would ensure they take their caring role seriously and enhance our service quality and capabilities.

I'm glad I had the chance to act as a care manager and broaden my horizons. Through this, I found my career pathway and sifted through the many options in nursing. I also figured out which field I'd like to stay in in the future.

**Queenie Kunyi Xia** is a registered nurse at Bernard Chan Nursing Home



## ‘I want to continue the centre’s great work’

This year, my greatest achievement was organising a 10th anniversary event for Hurstville Seniors Wellness Centre (HSWC) on June 2, 2023. I made a PowerPoint presentation that helped our consumers get to know, or refresh themselves about the centre’s history. All the clients and previous coordinators who attended had a good catch-up while they looked at all the old photos.

I organised a drumming session activity, which proved popular with our elderly consumers. It gave me a hint that we should develop more music therapy activities for our people to promote their mental health and well-being. It was especially touching to see that one of our consumers who has dementia, and who has been attending HSWC for a decade, still remembered the lyrics of a song she sang with us 10 years ago.

HSWC has a great reputation in the community, and the previous centre coordinator, Bridget, dedicatedly managed the centre for many years. When I took over as

coordinator, I was extremely impressed by the very strong relationship between the HSWC team and consumers and families. Bridget did such a good job and I’m eager to maintain these high standards. I also want to develop more ideas to optimise what we have in place to continue the centre’s great work.

Our team likes to use a partnership approach with older people; this is one creative way we’ve been unlocking new horizons. We encourage our seniors to read news to other seniors, staff and volunteers, and to write out the day’s menu. We also like to invite one of our consumers to play the piano, who enjoys having our staff dancing at her side.

Another aspect is technology. While many of our consumers may not have access to the internet or have full confidence or skills in using it. I want to engage with these groups and consider technology assistance support. I set up a project at the centre called ‘singing while moving’ and found that many people who have dementia love to engage in this activity.



When the aged care reform happens in 2025, I plan to accept more consumers into our centre, dividing them into small groups. Centre users can choose which small group they'd like to be part of from week to week – whether it is yum cha, singing, Chinese chess, outings to go shopping, or visiting parkland, the beach, or the movies...

To achieve this level of flexibility, I need to train my staff to ensure they are confident to take small groups with the help of our volunteers.

**Ivy Wang** is the coordinator at Hurstville Wellness Centre Coordinator with the CHSP Team

## 'Don't be afraid to try new things'

I founded Hurstville Seniors Wellness Centre (HSWC) a decade ago and have worked closely with staff, volunteers and family members to implement joyful activities so people can enjoy their lives and maintain their abilities for as long as possible, despite any cognitive decline or other debilitating conditions.

I've loved uncovering the abilities and strengths of our clients and assigning tasks that have allowed them to showcase their skills and maintain their capabilities while fostering a sense of accomplishment. For instance, one woman likes to sweep the floor, so we arrange for her to sweep the leaves from the outdoor area, which provides her with a safe space for exercise, and the praise she receives brings her immense joy. We invited another person who is both capable and sociable to be an Ambassador of Friendliness to our newcomers.

My successor, Ivy Wang, has many great qualities that reassure me she will do well in the role and continue my legacy. She's young and energetic and has knowledge and experience in caring for the elderly and people with disabilities – whom she values as individuals. She's also caring, patient, assertive and willing to learn – attributes that will stand her in good stead.

To Ivy and my other colleagues, I offer these words of encouragement: Just do your best

and don't be afraid to try new things. Share your knowledge and resources and learn from each other, knowing a great team is always your support.

I believe a new horizon has been unlocked through the effort the HSWC team has put in to maintaining the physical health of our participants through exercise and group games. We run two exercise sessions each day. The morning exercise session includes a warm-up exercise from head to feet, Tai Chi Qigong 18 movements and 10 hand movements. The afternoon exercise session includes stimulating acupuncture points, left- and right-hand coordination, exercises using dumbbells and resistance bands to strengthen arm and leg muscles, and fall prevention exercises. Feedback from family members is that their loved ones sleep better at night and can walk further distances than before.

A new horizon ANHF can unlock as it heads into the future is to leverage creativity with limited resources, experiment with new service models, and maintain our position as a leader in providing Chinese aged care services.

**Bridget Tam** retired as Lead Coordinator of HSWC, Community Service Team, in March 2023



# ‘I leave you with this place of trust and love’

‘Annie, ANHF is a great organisation. Let’s work our best here for 15 years; then we can retire!’ That’s what the current CEO said to me when I joined the then two-year-old Stanley Hunt Seniors Wellness Centre in 2006. I didn’t take her comment seriously, thinking 15 years were too far ahead. Today, 17 years later, I didn’t follow her advice. I worked for two more years. Now, I’ve decided to retire.

**Achievements:** Probably my most significant achievement is having helped the centre to grow from a 2-year-old infant to an almost 20-year-old grown-up. I’ve helped to ensure the baby does not turn into a brat and nurtured it to become a professional team that prioritises the well-being of our elderly consumers.

**Retirement:** Passing the baton. I began planning my retirement two years ago,

allowing ample time for preparation. After all, my days at SHSWC comprise about one-third of my life. I’ll undoubtedly miss the people and things I’ve grown accustomed to here, and I’ll especially miss the feeling of daily interaction with people. After retirement, I plan to use my work experience to engage in volunteer service and maintain connections with people.

However, even though I’m preparing to retire, I’m not quite ready to let go, and I still need to assist the Centre to find a suitable successor. Fortunately, SHSWC has always had the position of Assistant Coordinator – and our Assistant Coordinator undoubtedly has the necessary qualifications and skills to take on the role of Centre Coordinator. I know she’ll handle the transition with ease, and before I retire, I hope I can pass on every bit of my experience to her.



**A Hope:** While working with ANHF, I've interacted with many different elderly people and their caregivers. Some elderly people have their own homes. They don't need to move to nursing homes, but they want to live independently safely. It would be great if ANHF could operate a retirement village in the future to meet the needs of this group.

I offer my best wishes to the new Centre Coordinator and the SHSWC team and ask that you continue to do your best,

treat everyone with sincerity and keep the Centre a safe and comfortable place. It's a place where older people can come to make friends, share their thoughts, gain knowledge and improve their physical well-being – a place of trust and love. So, keep up the good work!

**Annie Kung** (left in photo) is the Lead Coordinator of Stanley Hunt Seniors Wellness Centre (who will retire soon)

## 'People's resilience deeply inspires me'

I have worked alongside my supervisor at the Stanley Hunt Seniors Wellness Centre (SHSWC), Annie, for over 10 years, and I've learned a lot from her. Annie is a warm, understanding, and supportive supervisor and friend. She is good at listening and discovering colleagues' strengths and encouraging us to excel and improve. She praises colleagues when they are diligent and provides timely suggestions for improvement when needed.

Thanks to the systems she's established, each colleague clearly knows their job standards and procedures in their respective positions. Annie also maintains good communication and cooperation with the team, superiors, and colleagues from other departments within the organisation.

As the Assistant Coordinator of the Centre, I encourage colleagues to understand each other's job roles and enhance their skills, so they can assist each other when we're short staffed or help is needed. In the past year, several new colleagues joined the SHSWC, and I helped them adapt to the work environment.

I have gained many benefits from communicating and interacting with the seniors at the Centre. One woman has undergone three major surgeries and battled cancer, yet she still loves life. Another woman faced a serious illness, to the point of needing a wheelchair. However, she remained positive and determined, actively participating in centre activities, and eventually made a full recovery. People's optimism, love for life and resilience deeply inspire me, and these are qualities I hope to learn from.

Looking ahead, I believe the Stanley Hunt Seniors Wellness Centre can focus on tailoring activity content to accommodate people's different needs. For example, arranging outdoor activities based on people's varying levels of mobility – those who are agile can go for walks, while those with limited mobility can participate in bus tours or indoor visits. We can also organise reunions where loved ones can join in to experience the sense of family and joy at our centre.

**Jenny Chen** (first in photo) is the Assistant Coordinator of the Stanley Hunt Seniors Wellness Centre





# The 100 Project features the late Kevin Tong

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Centenarian Kevin Tong, who sadly passed away in April 2023, is featured in an innovative documentary series celebrating the lives of Australia's oldest citizens.

Kevin was a beloved resident of ANHF's Bernard Chan Nursing Home. At 102, he recounted his fascinating life story on video, which was then edited by Australian filmmakers John Winter (*Rabbit Proof Fence*) and Ros Walker (*Into the Deep*), to create a heart-warming keepsake for Kevin's family, a legacy for future generations, and a valuable historical record.

Other centenarians filmed for The 100 Project also reveal their secrets to longevity, share their World War 2 stories, describe their favourite meals and offer advice to younger generations.

Kevin started life in Guangzhou, China, where his father sold porridge at night and his mother wove mats.

As a young man, he was forced into a car under threat of violence from the Japanese Army and shipped off to an internment camp in New Guinea.

After his release, he walked for two nights by himself, alone and hungry. The only food he could find was unripe pomegranates, which were still yellow, but he ate them anyway.

He was detained by the Australian Army and taken to an internment camp in Liverpool, where he worked as a farmer.

When he was released from the camp, he secured a work permit and worked hard, cooking in and owning Chinese restaurants, marrying and raising his daughters; creating a full and rewarding life.

He fell in love and married his second wife at 50. Unfortunately, she died a decade before Kevin's 100 Project video was filmed.

To find out more about Kevin's life and legacy, view the video here <https://www.the100project.com>. You can also visit this website if you'd like to celebrate a centenarian you care about, as it would be great for more people from Chinese backgrounds to be featured.





*Margaret Ling (right) generously donated treasures to transform our Gordon nursing home.*



# Margaret's generosity brings beauty and a lasting legacy

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Stepping into Gordon's Huang Ying Jung Nursing Home (HJYNH) is like entering an art gallery. The facility is adorned with numerous valuable collections steeped in history, all donated by philanthropic individuals, to embellish the home and transform it into a comfortable and beautiful residence.

One of these generous donors is Margaret Ling. Not only did she contribute her treasures, but she also encouraged her friends to participate.

Margaret has known about the Australian Nursing Home Foundation (ANHF) since the 1980s because of her acquaintance with Mr Bernard Hor, the foundation's permanent honorary president. Over the years, she has witnessed the significant contributions ANHF has made to the Chinese community.

Recently, she got to know Ada Cheng, the CEO of ANHF, who introduced her to the vision behind the construction of the HJYNH. Margaret was inspired to support the project because she felt helping older Chinese people find a peaceful place to spend their later years was genuinely meaningful.

Learning that the HJYNH had received multiple design awards, she said she was proud to be associated with ANHF.

Margaret's late father was the renowned Macau businessman, Ho Yin. When he travelled or attended trade shows, he would always bring back small mementos for his children and, as an art enthusiast, Margaret developed a passion for collecting them.

Many of these precious vases, water pipes, and exquisite decorations remained under-appreciated in her home. When she learned about the 'Dressing Your Home' project at the HJYNH, she decided to donate her cherished collections. In doing so, she has ensured that these beautiful works of art can be seen by more people and forever appreciated.

Margaret also participated in the naming program for the new HJYNH, choosing to name a part of the nursing home after her father, Ho Yin, who led a life of philanthropy that benefited many communities. She believes the naming initiative is especially significant as her father's name is now engraved within the care home, ensuring it is remembered for generations to come.

# Other changes and initiatives

## New Code of Conduct for Aged Care

In response to the recommendations of the Royal Commission into Aged Care Quality and Safety (ASQSC), the new Code of Conduct for Aged Care, started on December 1, 2022. It sets out standards of behaviours for approved providers, their aged care workers and governing persons, helping to build confidence in the safety and quality of care for older Australians. ACQSC will monitor compliance with the Code and has new powers to take enforcement action, such as banning or restricting individuals from working in aged care. Our Communications and Marketing Unit team produced a talking policy on this new Code, which has been uploaded to Altura Learning as mandatory training for all staff. Our Quality Risk and Compliance team updated our policies and procedures to reflect the changes.

## Serious Incident Response Scheme

From December 1, 2022, the Serious Incident Response Scheme (SIRS) was extended to include providers of home and flexible aged care provided in-home or community settings. Members of ANHF’s Community Care Team attended webinars and training provided by the Department of Health and Aged Care and

are equipped to use the My Aged Care Service and Support portal to notify the Aged Care Quality and Safety Commission if a reportable incident occurs. Videos on reporting are available for frontline staff to learn more about SIRS for home or community settings.

## Quality Care Advisory Body

The report from the inaugural meeting of the Quality Care Advisory Group (QCAG) as ANHF’s Quality Care Advisory Body (QCAB) was received by the Board at the May board meeting. The Board endorsed action to be undertaken in collaboration with visiting medical practitioners, to ensure that consent is obtained from residents or nominated persons for the administration of psychotropic medicines. The Board also encouraged the provision of more dementia training for residential and community care staff.

## Digital advance care plans

Touchstone Life Care provides a platform for digital advance care plans to be created, stored, updated and shared among residents, families, aged care providers, and emergency medical services. Once our clinical team has been trained to use the platform, we will set up a digital advance care plan for each





resident. For residents who already have advance care directives or plans in place, we will ensure they are linked to the platform. For those who don't have plans, we can use the platform to help them to develop one.

### Trialling Centrim software

We've been trialling three modules of Centrim software in Huang Ying Jung Nursing Home in Gordon.

- Lifestyle management: a central repository for all activities in the facility that residents, families and staff can access.
- Dining and online ordering: allows residents to order meals online; menu planner and builder for staff; recipe management for kitchen staff.

### We're verified to provide specialised services

The Department of Health and Ageing has developed the Special Verification Framework for aged care providers who choose to offer specialised services for people

- with diverse experiences, backgrounds and characteristics;
- who may identify with one or more of the groups defined as having special needs in the Aged Care Act 1997.

All providers must complete the application process and meet assessment criteria. In March 2023, we completed applications for each of our service units, which included supplying evidence to meet the specialisation verification process. We need to repeat this process every three years.

### More trained workers needed

The care economy needs more trained workers. The value of Australia's care economy is set to double over the next 40 years, marking one of the most prominent shifts in our society. We're going to need more trained workers to meet the increasing demand. ANHF welcomes the new Aged Care Industry Labour Agreement to fast-track candidates to work in aged care, as we believe this will help address critical workforce shortages in the industry.

### Upskilling staff for leadership

Facility and senior management have been identifying and nurturing aspiring, committed and capable staff to fill key leadership positions or roles. There has been investment in skills development programs, continuous skill assessments, cross-training in different roles in the same or different facilities, and continuous leadership assessment (e.g. acting in 'emergency' roles arising from resignation or extended leave). The challenge is to retain these aspiring employees, after significant investment in them in a tight labour market.



*Thank you from consumers, residents and families*

A photograph of an elderly woman, Mrs Wan, and her daughter. Mrs Wan is seated on the left, wearing a red patterned jacket and glasses. Her daughter is standing behind her on the right, wearing a pink sweater and glasses, with her hands on her mother's shoulders. They are in a home setting with a window and a painting in the background.

## *Mrs Wan and her daughter*

## **‘It’s five-star care and I feel at home’**

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Mrs Wan is a client of ANHF’s aged care services. With the dedicated care of our home care service team, she enjoyed her retirement at her daughter’s home for more than 11 years. At the beginning of 2023, after a fall led to deteriorating health, Mrs Wan was fortunate to move into the Huang Ying Jung Nursing Home (HYJNH) in Gordon with the assistance of our home care service team.

Mrs Wan recently invited me to visit her at HYJNH. She is nearly blind, only able to see my silhouette, but her spirit is vibrant, and her speech is clear.

Mrs Wan said she enjoys her daily life in HYJNH and her friends were envious of her for being able to move into this new, five-star nursing home. Every day, professionals assist her with exercises tailored to her needs. For example, while she couldn’t raise her hands high before, now there’s improvement. She also praised the chef

for preparing delicious Chinese dishes, and porridge or steamed eggs to make swallowing easier when she is unwell. Our care staff customised a wheelchair for her, which allows caregivers to take her outdoors to participate in recreational activities, such as a recent concert by a singer performing Teresa Teng’s songs, which Mrs Wan enjoyed immensely.

Mrs Wan said that everyone at HYJNH, from the facility manager to all the nursing staff, is very friendly and has given her a sense of belonging. She’s quickly adapted to life here, and it feels like home. She also sleeps more soundly at night. Mrs Wan’s daughter finds comfort in seeing her mother enjoying life at HYJNH and she is finally able to plan a short trip with her family, allowing everyone to truly relax.

**Rebekah Kwan** is ANHF’s Communications and Marketing Officer



## A miracle of care

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Mr Chen used to be a carer. About seven or eight years ago, when he brought his wife, who had dementia, to the Hurstville Seniors Wellness Centre, he was still physically fit, with only early-stage Parkinson's disease. He was very health-conscious and actively participated in various sports at the centre.

The Chen's later signed up for home care services provided by ANHF, and the home care advisor said the couple were gentle and kind customers, but Mr Chen was becoming exhausted from taking care of his wife.

Mr Chen was initially resistant to moving into a nursing home, but with encouragement from our home care staff he eventually told his daughter, 'I want to go to a nursing home, but I will only choose a nursing home under ANHF.'

Mr Chen moved into the Bernard Chan Nursing Home in November last year where a miracle happened. Receiving professional care and enjoying a regular

routine, nutritious meals and undisturbed sleep meant his health gradually improved. He got his cataracts removed and could read newspapers and play chess with fellow residents. ANHF's home care staff regularly drive Mrs Chen and her daughter to visit Mr Chen at the nursing home, which allows them to maintain their close relationship.

Ms Chen, the daughter, said her father's ability to live comfortably at the Bernard Chan Nursing Home is the best gift for her family.

'Seeing my father gain weight and become more energetic, I am truly happy!' Ms Chen said. 'I would like to express my sincere gratitude to ANHF for providing my parents with the most caring and appropriate services, whether at the Hurstville Seniors Wellness Centre, through home care services, or at the Bernard Chan Nursing Home. They've encountered very caring and professional staff, and we're truly grateful to all of you!'







*Residents in ANHF's community housing also enjoy ANHF support through organised activities and outings, transportation services and assistance from care workers.*



# 'I'm blessed to live in ANHF's community housing'

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Living in ANHF's community housing provides older people with a unique retirement experience. Residents have their own space and enjoy the freedom of everyday life, while surrounded by support from ANHF, including organised activities and outings, transportation services and assistance from care workers.

Community housing resident Mrs Tsui recently wrote to tell us: 'Friends often say that living in a well-known senior dormitory is good but, based on my experience, being able to live in a well-managed, friendly, and harmonious neighbourhood is priceless. I am fortunate to live in ANHF's Jones Street Community Housing and truly feel that this is an organisation that keeps its promises and fulfils the mission of the facility.'

Mrs Tui highlighted a few of the many good examples of how our staff 'and volunteers live out the mission of ANHF, which is 'To honour and respect our elders as family in happy, caring communities.'

She said: 'Amid the three-year-long pandemic, when outings were restricted, ANHF management immediately conveyed government instructions and sent personnel to visit each household, ensuring that the elderly would not feel lost and helpless.

'Shortly after moving in, I lost my senior Opal Card. I immediately informed ANHF management, and they promptly reassured me, sending volunteers to assist me in

going to reapply for it, making me feel at ease.'

Mrs Tsui said she had often shared the benefits of living in ANHF's community housing with her sister, who became interested in applying to ANHF and was willing to give up her existing residence in public housing to make the change.

'After several rounds of selection, my sister finally succeeded in moving into ANHF's community housing,' she said. 'The quality of service at ANHF is high and worth recommending to family and friends. Those who live here know that ANHF is ready to help us in times of crisis. Being away from home, with family mostly in Hong Kong, I sometimes feel lonely. But I'm blessed to live here, it's been so rewarding!'

## **Selection based on care needs**

Housing Officer Jacky Chan, explained that Mrs Tsui's sister had to go through several rounds of selection because each applicant is fairly and justly assessed to determine the urgency of their housing needs.

'For example, Mrs Tsui's sister was already residing in public housing and did not have an urgent situation. Later, however, her health deteriorated and she had difficulty moving around. The public housing she lived in had no elevator, making her situation difficult. Our Jones Street community housing has an elevator, which is much more convenient for her.'

*We love our volunteers*



*Volunteers play an important role  
in ANHF and will help us embrace  
new directions with confidence.*



# Volunteers matter; make a difference

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Volunteers shared their love of what they do and the difference they make to ANHF clients during a moving Volunteer Recognition Night on May 19.

Volunteer Joyce told of visiting a woman who'd been lonely and disheartened due to language barriers she'd been facing in her mainstream nursing home. Through ANHF's Community Visitors Scheme (CVS), Joyce was able to communicate with the woman in Cantonese, which ultimately resulted in her move to the ANHF-managed Lucy Chieng Aged Care Centre, where she receives services in her language and culture. The woman's niece wrote to express gratitude to ANHF for arranging such a caring volunteer who had 'brought her aunt back to life' through her visits.

Another volunteer, Mr Wong, shared how he missed his father who'd been debilitated

by a stroke and moved to a nursing home, where he passed away shortly after. 'That's why I joined the CVS program, visiting some elderly people who live alone and becoming good friends,' Mr Wong said. 'From them, it's as if I see my father's presence. They also look forward to my visits – and chatting with them, playing chess, and seeing them happy brings solace to my soul.'

Nearly 100 volunteers and staff gathered at the King Dynasty restaurant in Chatswood and each volunteer was given a Volunteer Recognition certificate. Volunteers who had served for 20 years were presented with crystal medals for long-term service.

To volunteer, please call (02) 8741 0240, email [volunteers@anhf.org.au](mailto:volunteers@anhf.org.au) or download the Volunteer Application form from our website: [www.anhf.org.au/en/volunteer-service](http://www.anhf.org.au/en/volunteer-service)

# Johnny Teong, CFO

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‘Uncertainty and relentless hurdles, have brought opportunities for growth and transformation,’ says Chief Financial Officer Johnny Teong.

Completing the Huang Ying Jung Nursing Home (HYJNH) in Gordon brought a mix of emotions, ranging from relief and satisfaction to pride and a sense of accomplishment. There is also gratitude for the support, collaboration, wisdom and resources from all stakeholders, plus a sense of legacy – knowing this project will stand as a testament to our concerted efforts and commitment for decades to come.

Challenges during this eight-year project included the upheaval in the construction industry arising from supply chain issues, pre-pandemic fixed price contracts, escalating interest rates, inflationary pressures, and liquidity issues for our builder and their sub-contractors.

Subsequent delays in certification, remedial works and the hand-over date resulted in delays in resident admission into HYJNH, which had a significant financial impact on the projected revenue for residential care and the amount of Refundable Accommodation Deposits collected.

Although the forecasted revenue was not realised, loan interest and the costs of certain critical overheads (for example, utilities and cleaning) continued to be incurred.

In a tight labour market, staff-related costs were also incurred to retain staff

on ‘standby’ so that they could be quickly deployed when resident admission commenced without compromising the quality of care and resident safety.

ANHF was fortunate to be able to secure non-recurrent COVID-related grants from the Government to help defray some of its infection prevention and control expenses.

Without including HYJNH, ANHF was able to achieve a modest net surplus of \$634K for FY2022-23 with the addition of the net results from its Community and Housing services. Our residential facilities managed resident acuity levels, occupancy ratios and overheads in a rigorous and profitable manner. The access to Government COVID-related grants was also an important consideration. HYJNH was expected to incur a deficit during its ‘ramping up’ period as it gradually opened up more beds/rooms.

The highlight of FY2022-23 was the introduction of the AN-ACC funding model from October 1, 2022, and its effects on residential care, evolving funding models for community care, and reforms in the aged care quality and governance frameworks will continue to be challenging over the next couple of years.

As ANHF is a Home Care provider, we will need to review our service offerings and pricing structures to accommodate fee caps, remain competitive and offer value-for-money services to our consumers.

Two things ANHF can do to ensure it still sails smoothly and sustainably in the face of





*‘ANHF is open and responsive to change and we allow change to catalyse innovation and continuous improvement.’*



***As a Home Care provider, ANHF needs to remain competitive and offer value-for-money services to our consumers.***

all the rigorous changes to regulations are to:

- Seek and acquire cost-effective assistive technology to enhance resident/consumer care and be the leading brand in this area.
- Maintain a financial management strategy that will reduce reliance on Government funding, diversify revenue sources, carefully manage overheads, and create reserves for capital projects.

My top achievements this financial year include:

- Being a member of the project team that delivered the outstanding HYJNH!
- Fully repaying the loan of \$8.3M for the HYJNH building project within nine months, well ahead of the bank's repayment schedule.

This report's keywords New horizons. Resilience. Adaptability collectively points to ANHF's organisational culture, which is open and responsive to change and allows change to catalyse innovation and continuous improvement.

I believe ANHF has emerged tougher and better in terms of resilience and agility after a particularly challenging period. While sometimes overwhelming, the uncertainty and relentless hurdles have also brought opportunities for growth and transformation.

Our staff have begun to appreciate the necessity of innovation and re-evaluation of priorities in the face of tough competition and demanding consumers. The shared challenges have also created a greater sense of unity and support for each other.





# Jenny Chua, GM Care Services

‘In a changing aged care landscape, ANHF is rising to the challenges,’ says General Manager Care Services Jenny Chua.

Completing and commissioning our new residential aged care facility in Gordon has been a tiring, exhilarating, but gratifying experience. Trying to balance the needs of the new residents and the compliance and safety of opening the new facility under circumstances over which we have no control has been a rollercoaster. The Huang Ying Jung Nursing Home is the fourth building expansion or newly built project I’ve been involved in during my 23-year career in aged care, and it has been the most challenging.

All four wings: Ming Court (Green Wing), Han Court (Orange Wing), Song Court (Purple Wing) and Tang Court (Red Wing) will have been commissioned by the time we publish this report and we have reached full occupancy.

COVID-19 was still impacting our residential aged care and Seniors Wellness Centres in the first half of 2023, but this is declining. In 2023, the Department of Health and Aged Care (DoHAC) still expects aged care services to apply risk mitigation measures including the use of face masks and Rapid Antigen Tests.

The Australian Government’s ‘Trip Advisor’-styled Residential Aged Care Star Ratings commenced in December 2022 with the aim of enabling the public to make informed decisions about the quality of


every aged care facility. Facilities receive an overall star rating measured against four sub-categories: five quality indicators, service compliance, staff care minutes, and consumer experience, and the rating is displayed on the My Aged Care website.

It took a couple of months for the DoHAC and Australian Commission on Safety and Quality in Health Care to display each facility’s correct indicators. However, the accuracy of the Star Rating has improved in the past quarter. As of May 2, 2023, our three nursing homes’ overall Star Rating has not changed – BCNH 4, CCPNH 4, LCACC 3. (Note: HYJNH is not subject to Star Rating assessment in the first year).

In transitioning to meet the new Aged Care Quality Standards, and to assist our residential and community care teams in managing compliance, I have been working with our Quality Risk and Compliance (QRC) Manager and QRC officers who have developed a new Standards gap analysis and action plan. Individual action plans will be prepared for each facility for the Facility Manager and Care Manager to drive continuous improvement under the QRC team.

Residential care facilities are now required to submit additional Quality indicators, with quarterly data due on July 21, 2023. There are 11 QIs for which we must submit data every three months, and the late submission of QIs will impact the Star Ratings for services.



A woman with short dark hair, wearing a white blazer over a light blue top and a gold necklace with a small pendant, stands in front of a traditional Chinese lattice screen. The background is softly blurred, showing warm lighting and a red sofa.

*'Adaptability is key in adjusting to new care modes, technologies and resident needs.'*



Our four residential care services successfully obtained an eNRMC grant of \$18,000 each to upgrade the IT equipment they need to support the rollout of electronic national residential medication charts.

All our nursing homes (except HYJNH because submissions were due before it opened) were successful in obtaining \$10,000 each to upgrade the IT equipment and training for the implementation of My Health Record at the local primary health network.

We are also training our clinical team to use Touchstone Life Care, a platform for digital advanced care plans to be created, stored, update and shared among residents, families, aged care providers and emergency medical services.

My top two achievements over the last financial year have been:

- All three of ANHF's residential care facilities gained three-years reaccreditation following unannounced site audits in 2022 (LCACC April 2022; BCNH July 2022; CCPNH August/September 2022).
- Commissioning the new facility at Gordon, with 84 beds since end of March 23.


When I envisage 'new horizons' in aged care, I see the need for the industry to exhibit resilience and adaptability. As the population ages, services must evolve to meet changing demands, incorporate new technologies and address fresh challenges. Resilience involves the ability to navigate these changes and challenges, while adaptability is key in adjusting to new care modes, technologies and resident needs.

This past year has shown that we are resilient, adaptable and evolving to embrace change.









Andrew Gock, B.Bus, CPA,  
JP, Director

Director and trustee  
since 2010

Ellen Louie, OAM, LLB,  
LLM, Chairman

Director and trustee since  
2009, Chairman since 2012

*‘Our board is proud to work alongside  
to fulfil our mission – providing leadership  
commitment to continued improvement*

– Board members





Mei Mei Tse,  
JP, Director

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Director and trustee  
since 2002

Bernard Tse, MBBS,  
FRACGP, Director

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Director and trustee  
since 2008

gside every other part of ANHF  
adership, governance and a  
vement.'



# Our Services

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ANHF operates four nursing homes, three community housing sites, 12 Seniors Wellness Centres and hubs, and many mobile wellness hubs where there is demand. We also provide home and community care services in all metropolitan Sydney regions, and partnerships that extend our specialist expertise to people of Arabic, Assyrian, Greek, Italian, Vietnamese and Korean backgrounds.

## Acknowledgment of country

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We acknowledge the traditional custodians of the lands on which we work, and we pay our respects to Elders past, present and emerging for they hold the memories, the culture and dreams of the Aboriginal and Torres Strait Islander people.









*‘A dream bears a new possibility  
a great hope.’*





*ibility; an enlarged horizon,*



## How you can help

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- ✓ Volunteer with us
- ✓ Donate now
- ✓ Leave a bequest
- ✓ Partner with us

## Connect with us

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[info@anhf.org.au](mailto:info@anhf.org.au)







## Financial Information

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Our 2022–2023 financial reports are available in pdf download from our website [www.anhf.org.au](http://www.anhf.org.au)

## Editing and design

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Written and edited by Marjorie Lewis-Jones ([www.youneedawriter.com](http://www.youneedawriter.com)) and CMU with contributions from other ANHF staff, board members and clients.

## Designed

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Kascha Sweeney ([www.kasthetics.com](http://www.kasthetics.com))

## Photography

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Jordan Yuen, and Australian Nursing Home Foundation staff







A man with short dark hair, wearing a red polo shirt, black trousers, and a light blue surgical mask, is seated at a long wooden counter. He is looking out of a large window to his right, with his right hand raised towards the glass. The background outside the window shows green trees and a white building. The floor is made of light-colored wood.

# Thank you!

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We are so grateful to our donors, fundraisers, government agencies, volunteers and corporate supporters, whose generosity enables us to support the well-being of ageing Australians. And thank you to everyone who contributed to this 2022-23 annual report





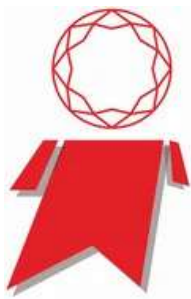


# ANHf

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11<sup>th</sup> ELDERCARE  
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AWARDS 2023



Awards received for ANHF's Huang Jing Yung Nursing Home



Celebrating 40 years of  
vibrant community life

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